Federal Grant Outline

1. The **Executive Summary** (also called proposal summary). Many grantwriters draft this section **AFTER** they have completed the proposal. Typically no longer than **two** or **three** paragraphs. Should cover four main topics:

   - Need/Problem
   - Solution
   - Funding Requirements
   - Organizational Expertise

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2. The **Introduction to Organization** – In 2 or 3 paragraphs, tell about your organization and why you can be trusted to use funds effectively. Briefly summarize your organization's history. Describe your mission, whom you serve, and your track record of achievement. Clearly describe, or at least list, your programs or projects. If your programs are many or complex, consider adding an organization chart or other attachments that explain them. Describe where you are located, who runs the organization, and who does the work. Add other details that build the credibility of your group. If other groups in your region work on the same issues, explain how they are different and how you collaborate with them, if you do.

   The Introduction to Organization section does not stand alone. It lays the foundation for the narrative that follows.

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3. The **Needs Statement** - Your proposal must make a compelling case that an important need exists which no one else is addressing, or addressing effectively. Remember, it has to be a need in which the grantor has a <u>passion</u> to fund. Show:

   - *The purpose for developing the proposal.*
   - *The beneficiaries -- who are they and how will they benefit.*
   - *The social and economic costs to be affected.*
   - *The nature of the problem (provide as much hard evidence as possible).*
   - *How the applicant organization came to realize the problem exists, and what is currently being done about the problem.*
   - *The remaining alternatives available when funding has been exhausted. Explain what will happen to the project and the impending implications.*
   - *Most importantly, the specific manner through which problems might be solved. Review the resources needed, considering how they will be used and to what end.*

Use numbers and stats. www.epodunk.com/nonprofits/ www.census.gov www.zipskinny.com.

a) Surveys
b) Public records
c) Newspaper, Internet, and magazine articles
d) Organization's records showing demand
e) Letters of support
f) Statements from relevant community officials/members
g) Public meetings
h) Case studies

4. **The Goals, Objectives, and Activities** (Note: Goals and Objectives are frequently confused)

Goals: Broad and long-range accomplishments to which you hope your program will contribute.

> *Example:* *"Our after-school program will help children read better." (*Foundation Center Web site)

Objectives: Specific, concrete, observable, or *measurable* statements of what a program is expected to achieve to move the program toward its goals. There are two general types of objectives: process and outcome.

> *Example #1: "* *Our after-school remedial education program will assist 50 children in improving their reading scores by one grade level as demonstrated on standardized reading tests administered after participating in the program for six months." (*Foundation Center Web site)

Activities: Steps you take in your program to accomplish your objectives.
> *Example*: *"Seven new teachers will be hired to work eight weeks in the summer and four nights a week after school with 60 students who scored below grade level on 2008 state test scores in reading."*
>
> (Adapted from Janise Hurtig)

Understanding the Flow

NEED → GOAL → OBJECTIVES → ACTIVITIES → BUDGET
OBJECTIVES → EVALUATION

I.   Begin with the need.
II. Develop the goal.
III. Develop the measurable objectives which support the goal(s).
IV. Develop the activities for each objective.
V.   Develop the budget from the costs of the activities.
VI. Develop the evaluation using the measurable objectives (and any other critical factors).

After drafting an Objective, ask the following:
1. Is it measurable?
2. Does it illustrate a means of achieving the goal?
3. Is the goal a logical and compelling response to the needs presented in the needs assessment?

Two types of Objectives – Process or Outcome

A. Process Objectives (DO)

Process objectives typically begin with phrases such as "to develop, to implement, to establish, to conduct."

B. Outcome Objectives (CHANGE)

Outcome objectives describe outcomes that will be made by the end users of the organization's services, changes that are a result of process activities. Outcome objectives typically begin with phrases such as "to increase, to decrease, to improve."

5. Logic Model

"A logic model is a graphic that lays out the basic components of a program, illustrating how day-to-day program activities are linked to the outcomes the program is working to achieve." *(Harvard Family Research Project)*

"The logic model can be used to help answer questions about program implementation – to what extent a program is accomplishing its goals and why this is so. It provides a mechanism to continually incorporate feedback into the program plan and helps staff and [clients] realize how services are connected to a program's long term outcomes." *(Planning for Success: Mapping Goals, Services, and Outcomes for Program Improvement, Ounce of Prevention Fund, p. 2)*

Components of a Logic Model may include:

Situation: problem or issue that the program is to address sits within a setting or situation from which priorities are set
Inputs: resources, contributions and investments that are made in response to the situation. Inputs lead to…
Outputs: the activities, services, events, and products that reach people and users. Outputs lead to….
Outcomes: the results or changes for individuals, groups, agencies, communities and/or systems.
Assumptions: beliefs we have about the program, the people, the environment and the way we think the program will work.

External Factors: environment in which the program exists, includes a variety of external factors that interact with and influence the program action.

Logic Model						
Situation - Where are We Now?						
Strengths	**Weaknesses**		**Inputs/ Resources**	**Outputs/ Activities**	**Outcomes (Initial)**	**Outcomes (Long Term)**

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6. Budget and Budget Narrative

Budget Tips

1. Use your listed activities as a tool to develop your budget.
2. Review the maximum and minimum for the budget from the RFP.
3. Estimate expenses.
4. Obtain cost estimates as necessary and determine if some cost estimates will be at an expense to the organization (i.e., engineering, etc.).
5. Determine if there is a matching component required.
6. Determine whether the organization can and will provide matching funds.
7. If matching costs are required, the contributions to the matching fund should be taken out of the budget unless otherwise specified in the application instructions.
8. Estimate the donated goods and services match, if any.
9. Determine budget period, which is the length of time the budget covers. (Consider inflation.)
10. Does grant allow indirect (overhead) costs? Decide whether and how to include costs.
11. If an indirect cost rate applies to the proposal, the division between direct and indirect costs should not be in conflict.
12. Estimate anticipated revenues for the project, if applicable.
13. The salaries in the proposal in relation to those of the applicant organization should be similar.
14. If new staff persons are being hired, additional space and equipment should be considered, as necessary.
15. If the budget calls for an equipment purchase, it should be the type allowed by the grantor agency.
16. If additional space is rented, the increase in insurance should be supported.
17. Check that the budget as a whole makes sense and conveys the right message to the funder.

Don't Forget These in Your Budget (If allowable) -
- Overhead
- Fringe benefits for salaries
- Inflation
- Matching

Budget Narrative - Even the simplest proposal budget should be accompanied by a written budget narrative. The purpose of the narrative is to briefly but clearly explain how you arrived at the numbers in the budget. Consider the following example from The Community Toolbox.

> Your "travel" line item is $2115. Here is some sample text to accompany it:
> *The Project Director will present project findings at a total of three national conferences in year two of the project. Airfare will average $400 per trip; hotels will average $100 per night; and the per diem (allowance for meals) will be $35. For three trips averaging three days and two nights each, the total request for travel is $2115 [$1200 airfare, $315 food, and $600 hotel].*

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7. Sustainability (How will the project continue after this grant money is gone?)

The sustainability section of a proposal should cover the following 3 points, where appropriate:

1. If other funding has already been committed for the project, identify the source(s) of funding and the amount.
2. If the proposal is currently under consideration by other funders, be sure to disclose this.
3. This section should present your organization's strategy for sustainability once the grant period has concluded (unless the project will conclude at the same time as the funding).

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8. Evaluation

Look at the measurable **objectives** you established earlier. Evaluate each of those.

The Community Toolbox offers three key considerations when drafting the outline for the evaluation section. These steps will help you get started:

1. *Indicate what "success" will look like for the project.*
2. *Describe your criteria for judging success.*
3. *Describe the results you expect to achieve by the end of the funding period.*

Some evaluation tools to consider:

Qualitative/Subjective (subject to person interpretation)	**Quantitative/objective** (cannot be objected to)
• Testimonials	• Pre- and post-testing
• Anecdotes	• Surveys and questionnaires
• Success Stories	• Interviews
• Observations	• Activity Logs
	• Case Reports
	• Performance Reports

Two Types of Evaluation

One evaluates the <u>process</u>; the other evaluates the <u>outcome</u>.
   There are multiple terms for the two types of evaluation:
   • ***Process and Outcomes*** *(The feds frequently refer to these terms)*
   • Inputs and outputs
   • Process and product
   • Outputs and outcomes

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Checkpoints for Evaluations

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☐ Covers process and outcomes.

☐ Tells who will perform the evaluation and how the evaluators will be selected.

☐ Defines the evaluation criteria.

☐ Describes data gathering methods.

☐ Explains any test instruments or questionnaires to be used.

☐ Describes the process of data analysis.

☐ Shows how evaluation will be used for program improvements.

☐ Describes evaluation reports to be produced.

☐ Some federal grants will require you to submit a copy of your evaluation with the application, especially if is created specifically for your project. Read the RFP carefully, and contact the Point of Contact (POC)/program officer with any questions.

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9. Supplementary Materials

A sample list is found below:

- Certificate of Incorporation and By-Laws
- IRS 501(c)(3) determination letter
- If not a 501(c)(3), may need verification it is a taxing body
- List of officers and board of directors
- Staff biographies and key staff resumes

- Organization's operating budget
- Last year's audited financial statement
- List of other current funding sources and uses
- Last year's Annual Report, if available
- Support letters

10. Final Proposal Reviews

Putting the final version of the proposal together requires continued attention to detail. Your proposal <u>must</u> meet the requirements of the RFP and <u>must</u> address any SCORING POINTS that might be given.   It should also be internally consistent, in terms of format, budget, and the overall narrative.

Tip: Over time you may want to create your own checklists for grant writing. You can customize these for your own situation.

1. One checklist can be for the planning process itself, such as printing out the RFP and distributing copies to others, organizing the collaborative partners, etc.
2. One checklist can be for the review of the final proposal – make sure to include the RFP requirements and the POINTS requirements in the checklist.

11. After Submitting the Grant Application – **If Funded, If Not Funded**